

Gender Equality Plan

Declaration of commitment

"At the Environment and Resources Authority, we are committed to fostering an inclusive, diverse, and equitable workforce and environment. This Gender Equality Plan outlines our strategy to eliminate structural barriers, prevent discrimination, and ensure that talent is recognized regardless of gender. We commit the necessary resources and oversight to ensure that these goals are met."

Table of Contents

Declaration of Commitment	1
1. Introduction.....	3
2. Governance and Accountability	3
2.1 Gender Equality Plan (GEP) Committee.....	3
2.2 Senior Management.....	4
3. Intersectional Perspective.....	4
4. NCPE Certification.....	5
5. Essential Functional Requirements.....	7
5.1 Dedicated Resources	7
5.2 Data Collection & Monitoring	7
5.3 Training & Capacity Building	7
6. Gender and Age Segregated Data for 2025 related to the Gender Equality Plan	8
7. Priority Areas.....	10
8. Conclusion	13
8.1 Gender Dimension in ERA's Core Activities	13
8.2. Monitoring and Evaluation	13
Definition of Terms.....	14
Modification History.....	15
Annexes.....	16
Annex 1 - New Engagements; Internal Calls; ERA Students. Total ERA Officers	17
Annex 2 - Total Number of Teleworking Agreements 2025.....	18
2.1 Professional Grades Male and Female Teleworking Agreements.....	19
2.2 Technical and Administrative Grades Male and Female Teleworking Agreements	20
Annex 3 - Total Reduced Hours Agreements 2025.....	21
3.1 Professional Grades Male and Female Reduced Hours Agreements	22
3.2 Technical and Administrative Grades Male and Female Reduced Hours Agreements	23
Annex 4 - Age Distribution of ERA Officers as of 2025	24
Annex 5 - Total Officers in Technical and Administrative Grades.....	25
5.1 Distribution of Male and Female Officers in Technical and Administrative Grades	26
Annex 6 - Total Officers in Professional Grades.....	27
6.1 Distribution of Male and Female Officers in Professional Grades	28
Annex 7 - Distribution of Male and Female Officers in Senior Management Positions	29
Annex 8 - Interview Selection Panel Representation	30

1. Introduction

The ERA already maintains a steadfast commitment to upholding the key areas covered by the Gender Equality Plan (GEP). This GEP is intended to complement ERA's existing obligations and internal policies relating to equality, non-discrimination, harassment prevention, family-friendly measures, recruitment, promotion and workplace dignity. It should be read together with applicable Maltese legislation and ERA's internal policies. The ERA is committed to the principle of equal pay for equal work of equal value. Pay structures are governed by transparent grading systems and collective agreements.

This document constitutes ERA's GEP for the purposes of institutional planning, internal implementation and, where applicable, Horizon Europe eligibility requirements. It is not intended to replace existing legal obligations or internal policies, but to consolidate ERA's objectives, actions and monitoring arrangements relating to gender equality.

The following sections of this plan provide an overview of our organizational culture and how as an Authority, we strive for gender balance, organisational unity, and a strong work-life balance for all officers.

2. Governance and Accountability

2.1 Gender Equality Plan (GEP) Committee

The GEP Committee is composed of the following officers:

- **Claire Sevasta** - Unit Manager Human Resources
- **Claudio Paris**- Senior Officer Training & Development (Responsible for HR Training Budgets, Training Implementation and Gender Segregated Data-Collection)
- **Benjamin Muscat** - Assistant Officer Human Resources

The Gender Equality Plan (GEP) Committee is responsible for supporting, coordinating and monitoring the implementation of the GEP across the organisation. The Committee identifies gender equality-related issues and areas for improvement, proposes appropriate actions and recommendations, and submits these to Senior Management for consideration and approval where required. It also monitors progress against the objectives and actions established within the GEP, promotes awareness and engagement across the organisation, and provides feedback or recommendations to ensure that gender equality considerations are effectively integrated into organisational policies, practices and decision-making.

2.2 Senior Management

Senior Management plays a key role in providing strategic direction for the effective implementation of the Gender Equality Plan (GEP). Recommendations, proposals and actions identified by the GEP Committee are presented to Senior Management for consideration and, where appropriate, approval. Senior Management may endorse the proposed course of action, provide additional guidance, suggest alternative approaches or steer the Committee towards solutions that are aligned with the organisation's strategic priorities, operational requirements and available resources. Senior Management also supports the integration of gender equality considerations within organisational decision-making and helps ensure that approved GEP actions are appropriately supported, communicated and implemented across the organisation.

3. Intersectional Perspective

The ERA remains steadfast in embracing an intersectional approach. Intersectionality is an analytical framework for understanding how various social and political identities, including but not limited to, gender; race; class; physical ability and age, interact and overlap to create unique modes of discrimination and/or privilege. In the context of this GEP, an intersectional perspective means that the ERA recognises that an officer's experience of inequality is not shaped by their gender alone, but by the interaction of multiple factors that may compound disadvantage or create distinct barriers.

A "one size fits all" approach to gender equality often fails to address the needs of individuals who face multiple and overlapping forms of disadvantages. For instance, an older ERA officer may have different work-life balance requirements in comparison to a younger officer, reflecting the interaction between age and gender; and an officer with a disability may experience gender-based violence and harassment in ways that are influenced by their physical or cognitive needs, requiring tailored support and responses.

In order to show our sheer commitment towards intersectionality and to further ensure that our GEP is truly inclusive, the **ERA** is committed to prioritising the following:

- **Inclusive Data Collection:** Where legally and ethically possible, we will look beyond binary gender data to understand how age, disability, and nationality impact career progression.
- **Diverse Representation:** Ensuring that focus groups include individuals from diverse backgrounds to avoid "echo chambers".
- **Targeted Actions:** Tailoring support programs and events to reach underrepresented groups who may be marginalised by multiple factors.

4. NCPE Certification

The ERA is a proud holder of the NCPE Equality Mark Certification, recognising its ongoing commitment to promoting gender equality and fostering an inclusive workplace.

Awarded by the National Commission for the Promotion of Equality (NCPE), the Equality Mark recognises organisations that embed gender equality into their organisational culture and management practices. It is granted to employers that demonstrate a commitment to equal opportunities, fair employment practices, and the recognition and development of an officer's potential, irrespective of gender or caring responsibilities.

ERA first applied for the Equality Mark Certification in 2023. Following a comprehensive audit conducted by the NCPE, the Authority was found to have met all the certification requirements and was officially awarded the NCPE Equality Mark Certification on 9th June 2023.



As the Certification was valid for an initial period of two years, the ERA applied for its renewal in 2026, reaffirming its commitment to maintaining high standards of equality and inclusion across its organisation.

Following a review of the Authority's documentation and a site visit to ERA's premises, the NCPE confirmed that the ERA continued to meet the required standards. Consequently, on 20th May 2026, ERA was awarded the NCPE Equality Mark for a further three-year period.



5. Essential Functional Requirements

5.1 Dedicated Resources

- Personnel: The Authority appointed a Gender Equality Plan Committee to oversee implementation.
- Budget: The Authority commits to having a yearly Training Budget under the responsibility of the Human Resources Unit, to specifically cater for Gender Equality issues.

5.2 Data Collection & Monitoring

- Requirement: The Authority currently collects gender-disaggregated data on officers and students annually and is committed to progressively expand its data collection to include additional gender-disaggregated indicators where appropriate.
- Indicators: Number of officers by gender/grade, recruitment statistics, family-friendly applications, internal promotion rates.

5.3 Training & Capacity Building

- Action: Mandatory unconscious bias awareness training for ERA officers to promote fair and inclusive decision-making.
- Frequency: New officers are briefed during their induction process. Additionally, the Authority organises seminars/training throughout the year related to gender equality.

6. Gender and Age Segregated Data for 2025 related to the Gender Equality Plan

The ERA has two (2) distinct career paths: the Professional and the Technical & Administrative route.

For an officer to be eligible to apply for a call within a Professional Grade, the potential applicant needs to be in possession of a Bachelor's Degree as their minimum qualification. There are 5 Grades which encompass the professional stream.

Grade A - Assistant Officer

Grade B - Officer

Grade C - Senior Officer

Grade D - Team Manager/Specialist

Grade E - Unit Manager/Senior Specialist

On the other hand, the Technical and Administrative route comprises roles with varying minimum qualification requirements, depending on the grade and position being filled. Unlike the Professional route, a bachelor's degree is not an entry requirement for these roles.

Under the Collective Agreement in force as at 2025, the Technical and Administrative route consisted of seven grades. Following the signing of the new Collective Agreement in 2026, an eighth Grade was introduced. As the data presented in this GEP relates to 2025, the tables and statistics included in this document reflect the seven-grade structure that was applicable during such period.

Grade Authority Title:

1	Administrator (with different job specification)
2	Senior Officer II (with different job specification)
3	Senior Environment Technician I
3	Senior Environment Technical Officer I
3	Senior Compliance & Enforcement Officer I
3	Senior Administrative Officer
3	Senior Officer I (with different job specification)
4	Environment Technician II
4	Environment Technical Officer II
4	Compliance & Enforcement Officer II
4	Administrative Officer II
4	Administrative Officer II (Accounts)
4	Maintenance Technician II
4	Support Services Officer
4	Officer II (with different job specification)
5	Environment Technician I
5	Environment Technical Officer I
5	Compliance & Enforcement Officer I
5	Administrative Officer I
5	Administrative Officer I (Accounts)
5	Maintenance Technician I
5	Officer I (with different job specification)
6	Junior Environment Technician
6	Junior Environment Technical Officer
6	Junior Administrative Officer
6	Support Services Assistant II
6	Junior Maintenance Officer
6	Junior Officer (with different job specification)
7	Junior Maintenance Assistant Officer
7	Facilities Support Assistant (with different job specification)
7	Support Services Assistant I
7	Junior Assistant Officer (with different job specification)
7	Security
8	Cleaner
8	Gardener
8	Driver

7. Priority Areas

Area	Objective	Key Actions	Current Position (2025 Baseline)	Target Date (Q4 2028)	Monitoring Indicators	Responsible Unit	Review Timeline
Work-Life Balance	Foster an inclusive workplace that supports work-life balance and equal career opportunities for all ERA officers, particularly those with caregiving responsibilities.	- Continue implementing family-friendly measures (e.g. reduced hours, teleworking, flexible working arrangements) - Promote awareness and uptake of family-friendly measures. - Monitor promotion, career progression and performance outcomes of officers using flexible work arrangements. - Conduct an annual gender-disaggregated review of uptake of family-friendly measures. - Communicate available work-life balance policies to all officers annually.	- Family Friendly Measures and Flexible working arrangements already in place within the ERA as per Collective Agreements. 100% of ERA officers make use of Flexible Working hours. - Approximately 24% of ERA officers currently make use of reduced hours or teleworking agreements (70% women; 30% men).	- Annual gender-disaggregated monitoring of family-friendly measures is established and reported. - Promotion, career progression and performance outcomes of officers using flexible working arrangements are monitored annually to identify any disparities. - Requests for teleworking and reduced hours are assessed consistently and transparently, with approval and refusal rates monitored annually.	- Percentage of officers using flexible work arrangements by gender. - Percentage of teleworking and reduced hours requests approved/refused.	Human Resources in collaboration with Senior Management.	Annual review (Q4).

Area	Objective	Key Actions	Current Position (2025 Baseline)	Target Date (Q4 2028)	Monitoring Indicators	Responsible Unit	Review Timeline
Leadership & Outreach Events	Improve gender balance in leadership positions and outreach events.	- Ensure balanced representation on outreaches wherever possible. - Report gender-disaggregated leadership data to Senior Management.	- Gender balance in Leadership Positions is not formally monitored annually. - When appointing ERA officers to attend outreaches and events, gender is not taken into consideration.	Minimum 40% representation of each gender on outreaches and other events where feasible.	Percentage of women and men attending ERA outreaches and events	Senior Management; Projects and Events Team and Human Resources.	Annual review (Q4).
				- Annual leadership gender report published. - Gender considerations integrated into outreaches and events appointment procedures.	Gender Percentage of women in leadership positions within the Authority.		
Recruitment & Career Progression	Ensure fair, transparent and gender-sensitive recruitment, promotion and career progression processes.	- Review recruitment procedures to eliminate potential bias. - Use gender-neutral language in vacancy notices. - Ensure balanced interview panels where feasible. - Provide unconscious bias awareness training for panel members. - Monitor recruitment and promotion outcomes annually.	- Gender-neutral recruitment practices partially implemented. - Gender composition of interview panels not consistently monitored. - Recruitment outcome data available but not routinely analysed by gender.	100% of vacancy notices use gender-neutral language.	Percentage of vacancies reviewed for gender-neutral language.	Human Resources.	Ongoing with annual reporting.
				- Gender composition of interview panels monitored for all recruitment. - Annual recruitment and promotion report published. - Evidence of equitable recruitment outcomes across genders.	- Percentage of interview panels meeting gender balance objective. - Recruitment and promotion rates by gender.		

Area	Objective	Key Actions	Current Position (2025 Baseline)	Target Date (Q4 2028)	Monitoring Indicators	Responsible Unit	Review Timeline
Gender-Based Violence, Harassment & Bullying	Maintain a safe, respectful and inclusive working environment with effective prevention and response mechanisms.	- Review and update periodically, as may be necessary, ERA's Anti-Harassment and Equality Policy to reflect amendments in legislation. - Deliver mandatory awareness training for managers and officers. - Communicate revised policies. - Monitor reported cases and review trends annually. - Strengthen confidential reporting procedures.	- Anti-Harassment Policy is in place and subject to periodic review and updating. - Awareness training provided on an ad hoc basis. - Case reporting monitored informally.	- Any revision of the Harassment and Equality Policy approved and communicated to all officers. 90% of managers to complete mandatory training. - At least 70% of officers complete awareness training. - Annual anonymous monitoring reporting produced for any Harassment reports. - All reported Harassment cases managed according to institutional procedures within established timelines.	- Percentage of officers completing training. - Percentage of managers trained. - Number of Harassment reported cases. - Resolution rate and average resolution time.	Human Resources together with Senior Management.	Annual review (Q4).

8. Conclusion

8.1 Gender Dimension in ERA's Core Activities

The ERA recognises that environmental policies, research outcomes and regulatory measures may affect different groups within society in different ways. Where appropriate, the ERA will seek to integrate a gender focused perspective into its core activities, including policy development, stakeholder engagement and research collaborations.

To strengthen this approach, the ERA will:

- Raise awareness amongst relevant officers of the importance of integrating gender considerations into environmental policy development, and governance.
- Encourage the consideration of sex and gender dimensions, where relevant, in studies, research projects and collaborations in which the Authority participates or provides technical input.
- Promote balanced representation and meaningful participation of diverse groups during stakeholder consultation and public engagement activities.
- Consider potential gender-related impacts when developing, reviewing and implementing environmental policies, and strategies.

8.2. Monitoring and Evaluation

The implementation of this GEP will be monitored to ensure that its objectives remain relevant and effective.

To support continuous improvement, ERA will:

1. Publish gender-disaggregated data in ERA's Yearly Annual Report.
2. Update gender-disaggregated workforce statistics annually to monitor trends and inform future actions.
3. Conduct an evaluation of the GEP document every two (2) years to assess progress against its objectives and identify areas for improvement.
4. Undertake a strategic review of the GEP every three (3) years, ensuring that it remains aligned with organizational priorities and best practices.

The ERA is committed to fostering a workplace where equality, diversity, and inclusion are embedded within its organisational culture and decision-making processes. Through the implementation of this GEP, ERA will continue to promote equal opportunities, monitor progress through evidence-based measures, and build an inclusive working environment in which all officers are supported to reach their full potential, irrespective of gender or caring responsibilities.

Definition of terms

Gender: Refers to the socially constructed roles, behaviours, expressions, and identities of women, men, and gender-diverse people. It influences how people perceive themselves and each other, how they act and interact, and the distribution of power and resources in society.

Gender-Based Violence & Harassment (GBVH): Violence that is directed against a person because of their gender or signs of inflicted harassment displayed towards genders disproportionately. This includes sexual harassment (any form of unwanted verbal, non-verbal, or physical conduct of a sexual nature) and any behaviour that creates an intimidating, hostile, degrading, or offensive environment.

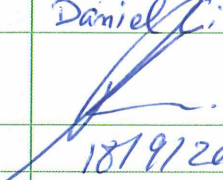
Gender-disaggregated data: Data that is collected and recorded separately for women and men. This allows for the measurement of differences between biological sexes on various indicators, such as salary and promotion rates. This is an essential starting point for identifying gender gaps and monitoring the impact of GEP actions.

Work-Life Balance: A state of equilibrium where an individual is equally able to prioritize the demands of their professional career and their personal life (including but not limited to family, caregiving and health). In the context of the GEP, this involves institutional support such as flexible working arrangements and other family-friendly measures to ensure that personal responsibilities do not hinder career progression.

Echo-Chambers: Echo Chambers refer to environments or situations in which individuals are predominantly exposed to information, perspectives, experiences or opinions that reinforce their existing views, while alternative or differing viewpoints receive limited consideration.

Modification History¹:

Version	Date	Comments
V1.0	18 th September 2026	Document issued after Board Approval

Effective Date	18 th September 2026
Issued by	<i>Daniel Cilia</i>
Signature	
Date	<i>18/9/2026</i>
Name	Daniel Cilia
Position	Director Corporate Services

Approved by	
Signature	
Date	
Name	Kevin Mercieca
Position	CEO

¹ ERA reserves the right to update this document from time to time

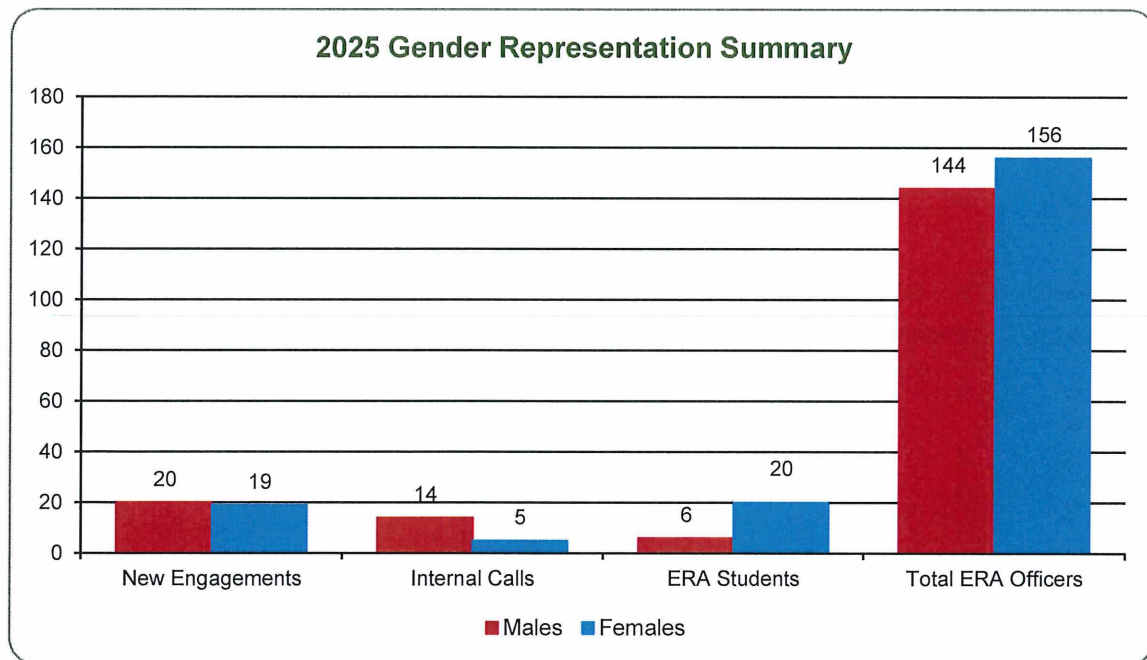
Annexes

- **Annex 1** - New Engagements; Internal Calls; ERA Students; Total ERA Officers
 - **Annex 2** – Total Teleworking Agreements 2025
 - 2.1** Professional Grades Male and Female Teleworking Agreements
 - 2.2** Technical and Administrative Grades Male and Female Teleworking Agreements
 - **Annex 3** - Total Reduced Hours Agreements 2025
 - 3.1** Professional Grades Male and Female Reduced Hours Agreements
 - 3.2** Technical and Administrative Grades Male and Female Reduced Hours Agreements
 - **Annex 4** - Age Distribution of ERA Officers as of 2025
 - **Annex 5** - Total Officers in Technical and Administrative Grades
 - 5.1** Distribution of Male and Female Officers in Technical and Administrative Grades
 - **Annex 6** - Total Officers in Professional Grades
 - 6.1** Distribution of Male and Female Officers in Professional Grades
 - **Annex 7** - Distribution of Male and Female Officers in Senior Management Positions
 - **Annex 8** - Interview Selection Panel Representation
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➤ **Annex 1- New Engagements; Internal Calls; ERA Students; Total ERA Officers**

Category	Males	Females	Total
New Engagements	20	19	39
Internal calls	14	5	19
ERA Students	6	20	26
*Total ERA Officers	144	156	300

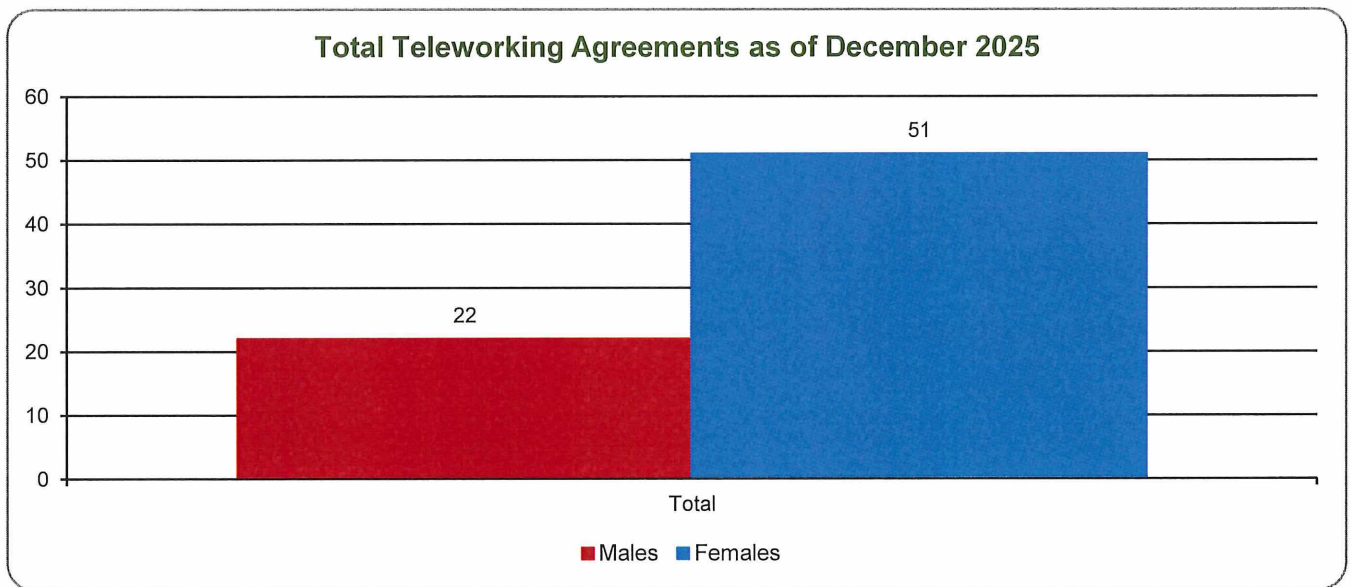
**ERA Students are not included in the Total ERA Officers final count.*



The above graphs depicted within Annex 1 showcase the total number of New Engagements; Internal Calls; ERA Students and the total number of ERA officers as of December 2025.

➤ **Annex 2 - Total Number of Teleworking Agreements 2025**

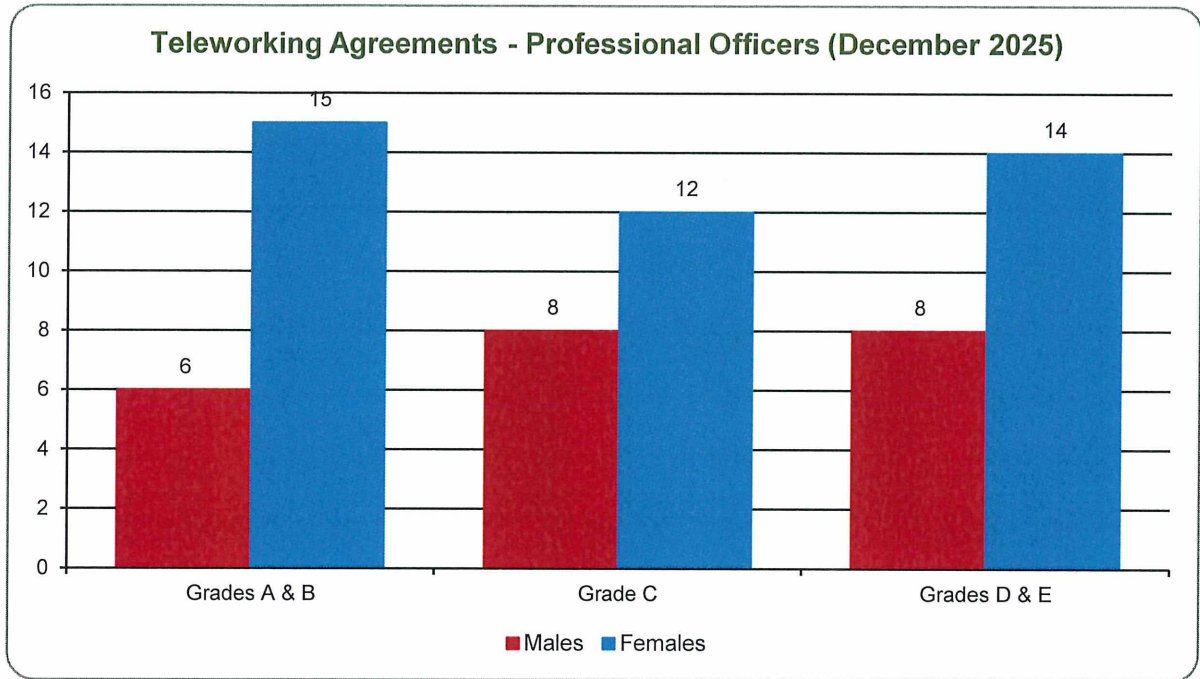
Males	Females
22	51



The above graphs depict the total number of Male and Female ERA officers who make use of Teleworking Agreements as of December 2025

2.1 Professional Grades Male and Female Teleworking Agreements

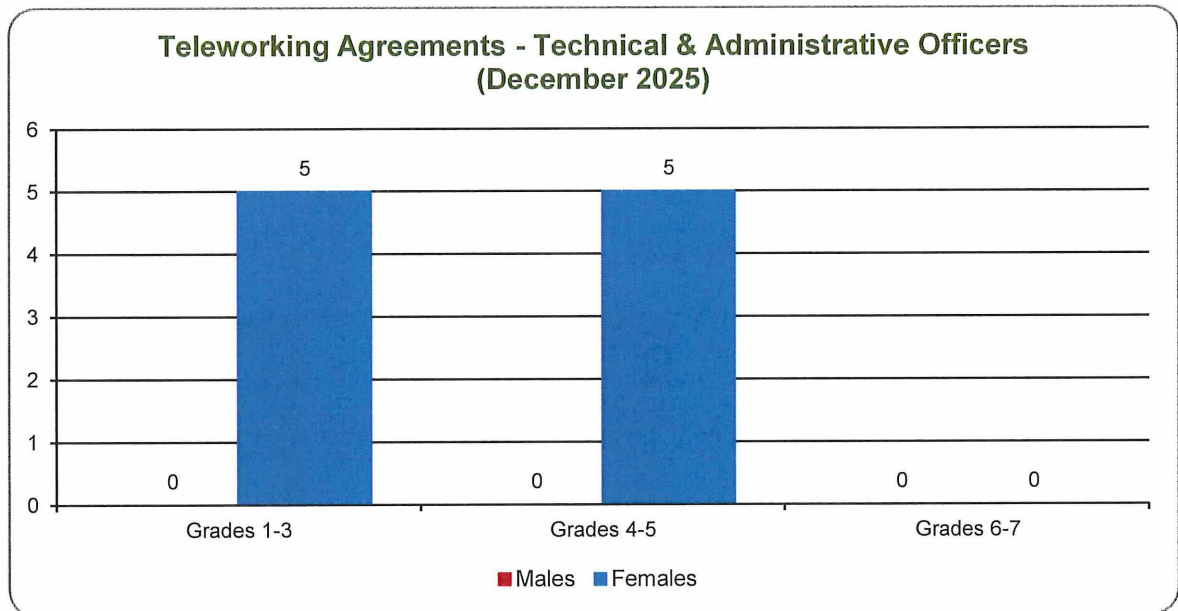
Males Grade A & B	Females Grade A & B	Males Grade C	Females Grade C	Males Grade D & E	Females Grade D & E
6	15	8	12	8	14



The above graphs depict the total number of Male and Female ERA officers within Grades A-E as of December 2025

2.2 Technical and Administrative Grades Male and Female Teleworking Agreements

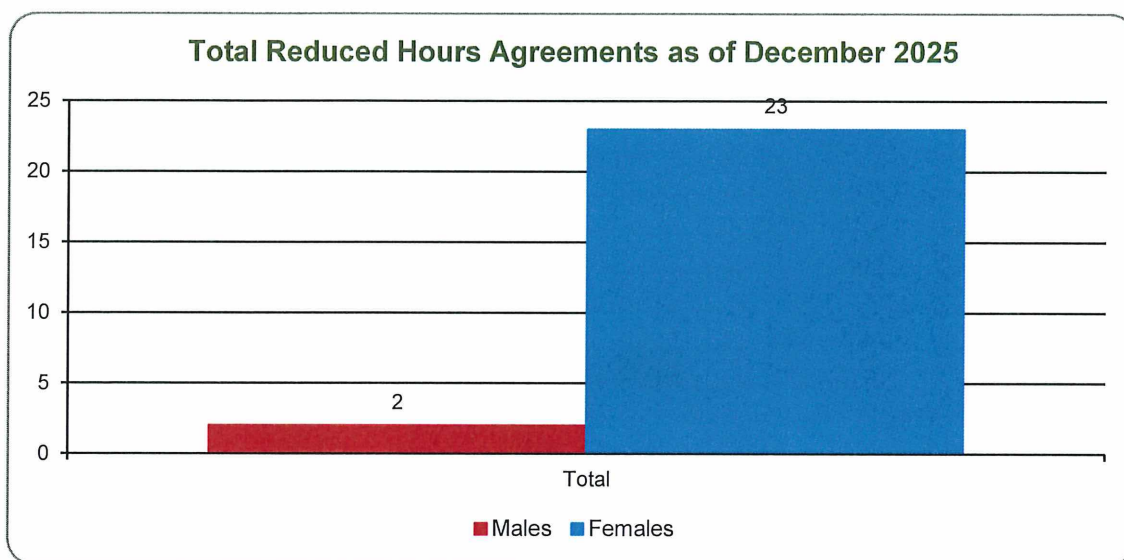
Males Grade 1,2 & 3	Females Grade 1,2 & 3	Males Grade 4 & 5	Females Grade 4 & 5	Males Grade 6 & 7	Females Grade 6 & 7
0	5	0	5	0	0



The above graphs depict the total number of Male and Female ERA officers within Grades 1-7 as of December 2025

➤ **Annex 3 - Total Reduced Hours Agreements 2025**

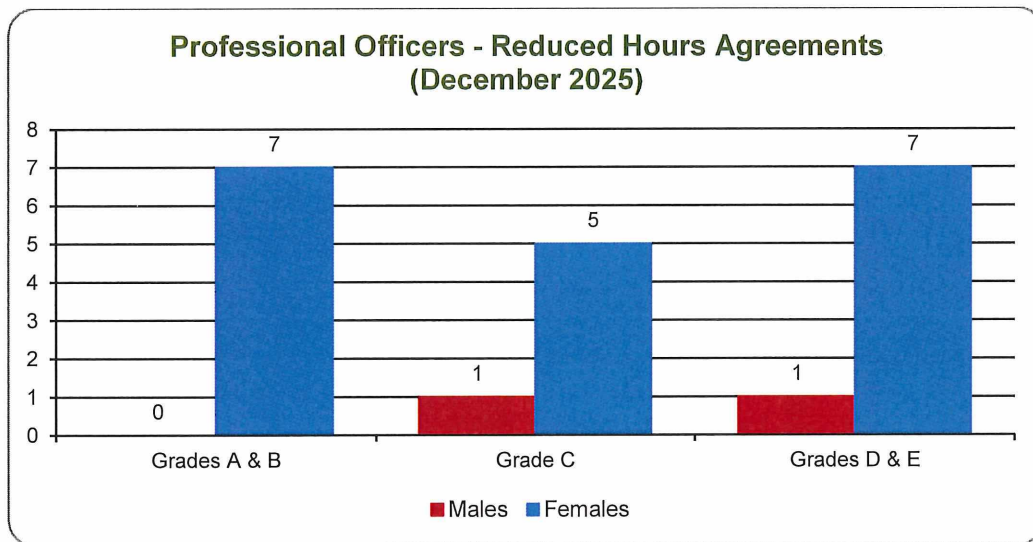
Males	Females
2	23



The above graphs depict the total number of Male and Female ERA officers within Grades A-E as of December 2025

3.1 Professional Grades Male and Female Reduced Hours Agreements

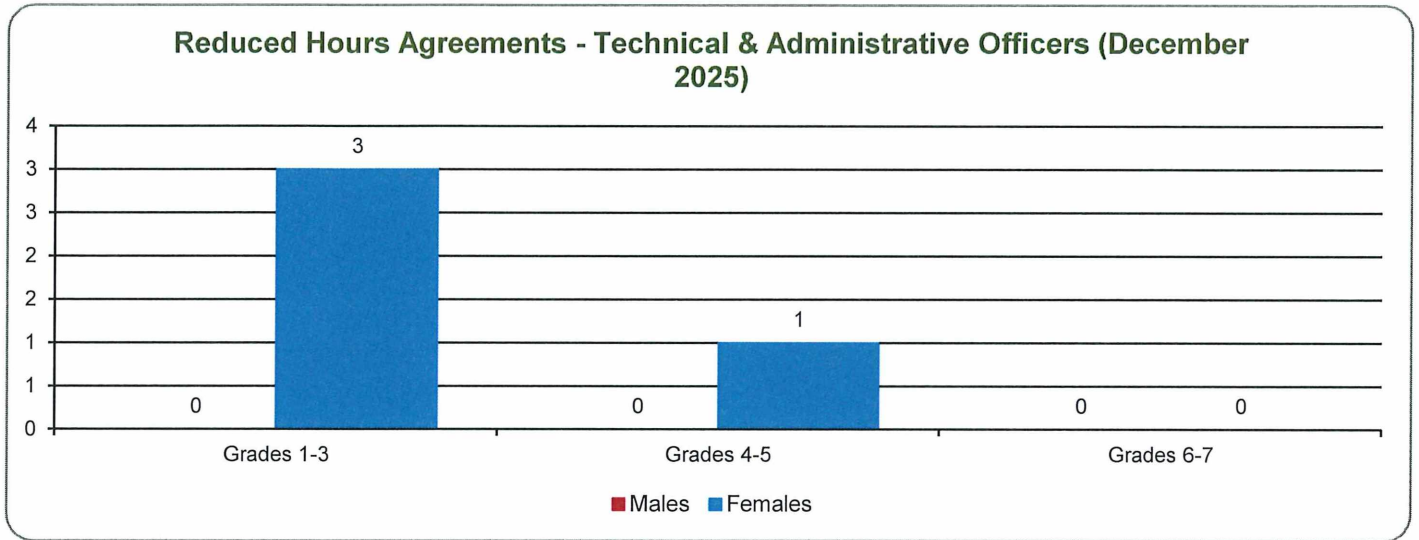
Males Grade A & B	Females Grade A & B	Males Grade C	Females Grade C	Males Grade D & E	Females Grade D & E
0	7	1	5	1	7



The above graphs depict the total number of Male and Female ERA officers within Grades A-E who make use of Reduced Hours Agreements as of December 2025

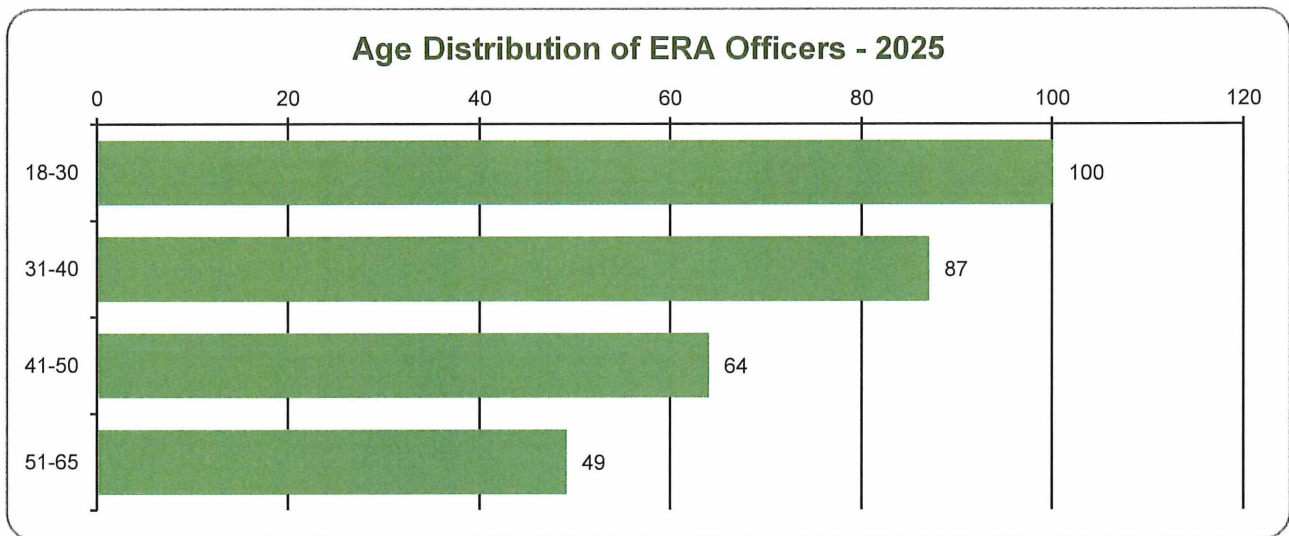
3.2 Technical and Administrative Grades Male and Female Reduced Hours Agreements

Males Grade 1,2 & 3	Females Grades 1,2 & 3	Males Grade 4 & 5	Females Grade 4 & 5	Males Grade 6 & 7	Females Grade 6 & 7
0	3	0	1	0	0



The above graphs depict the total number of Male and Female ERA officers within Grades 1-7 as of December 2025

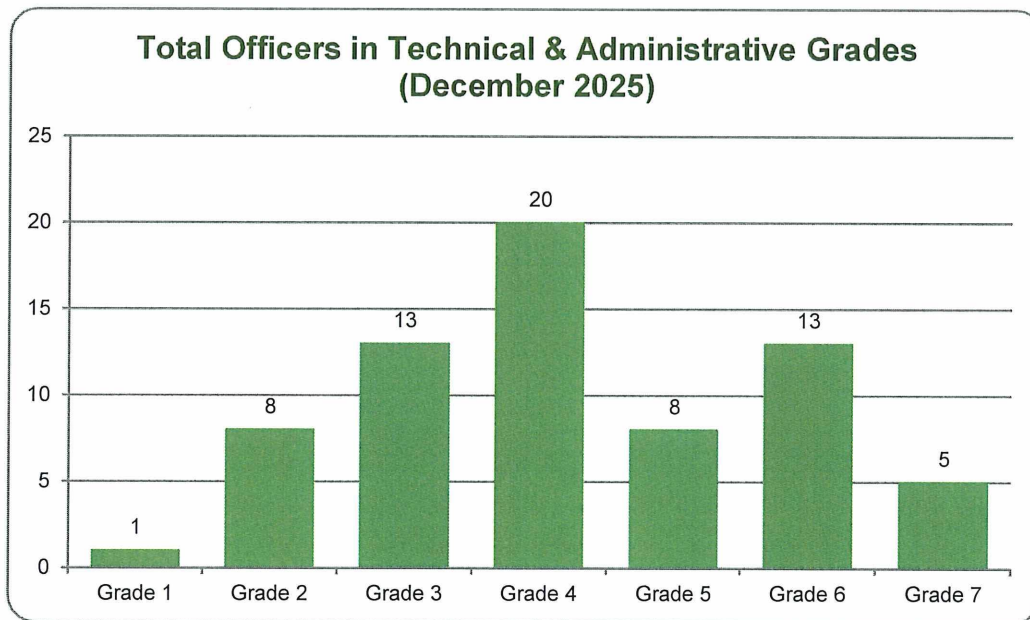
➤ **Annex 4 - Age Distribution of ERA Officers as of 2025**



The above graphs depict the total Age distribution of ERA Officers as of December 2025

➤ **Annex 5 - Total Officers in Technical and Administrative Grades**

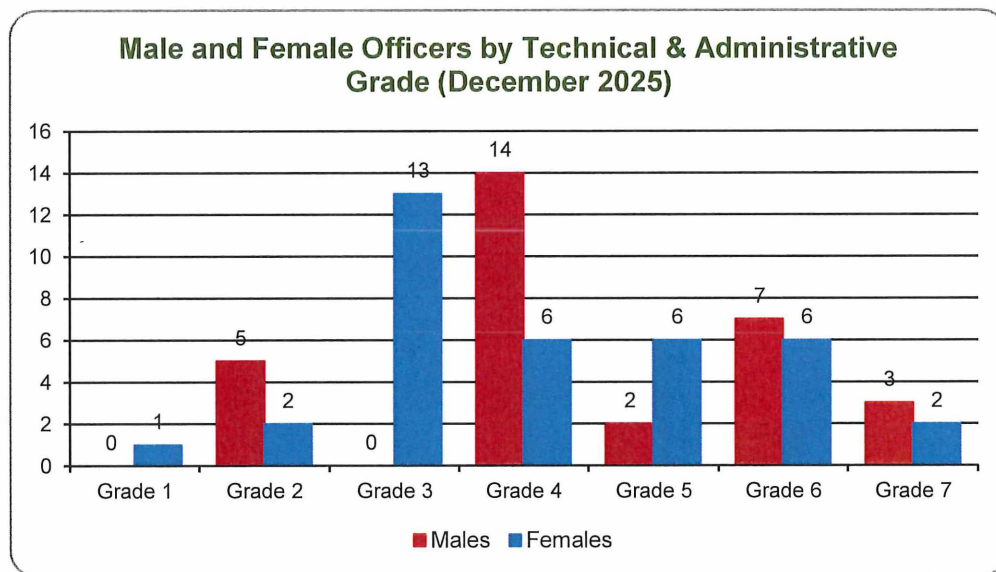
Grade	Total Officers
Grade 1	1
Grade 2	8
Grade 3	13
Grade 4	20
Grade 5	8
Grade 6	13
Grade 7	5



The above graphs depict the total number of ERA officers within Grades 1-7 as of December 2025

5.1 Distribution of Male and Female Officers in Technical and Administrative Grades

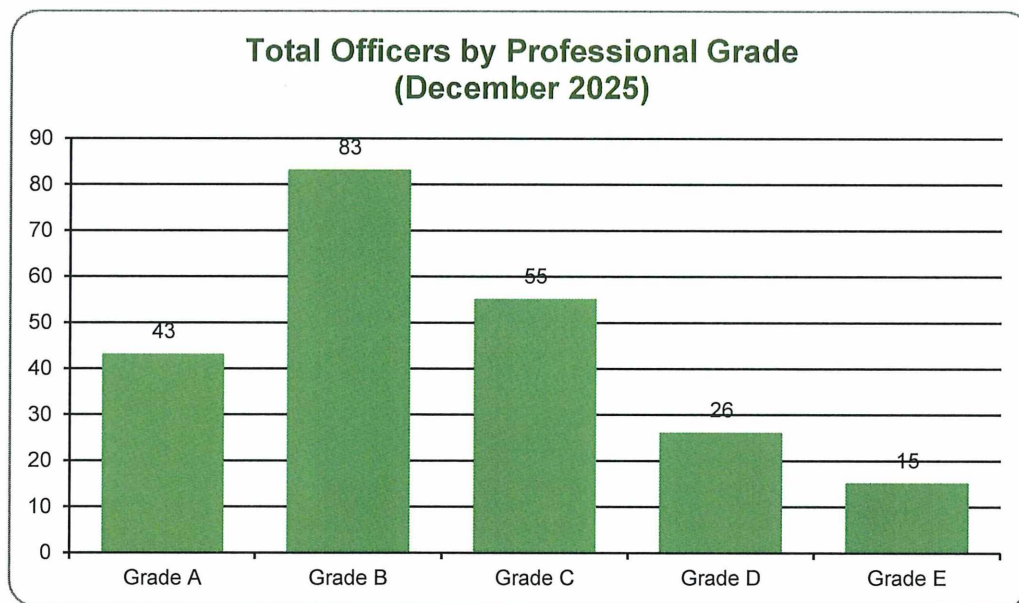
Grade	Total Officers
Grade 1	1
Grade 2	8
Grade 3	13
Grade 4	20
Grade 5	8
Grade 6	13
Grade 7	5



The above graphs depict the total number of ERA Male and Female officers within Grades 1-7 as of December 2025

➤ **Annex 6 - Total Officers in Professional Grades**

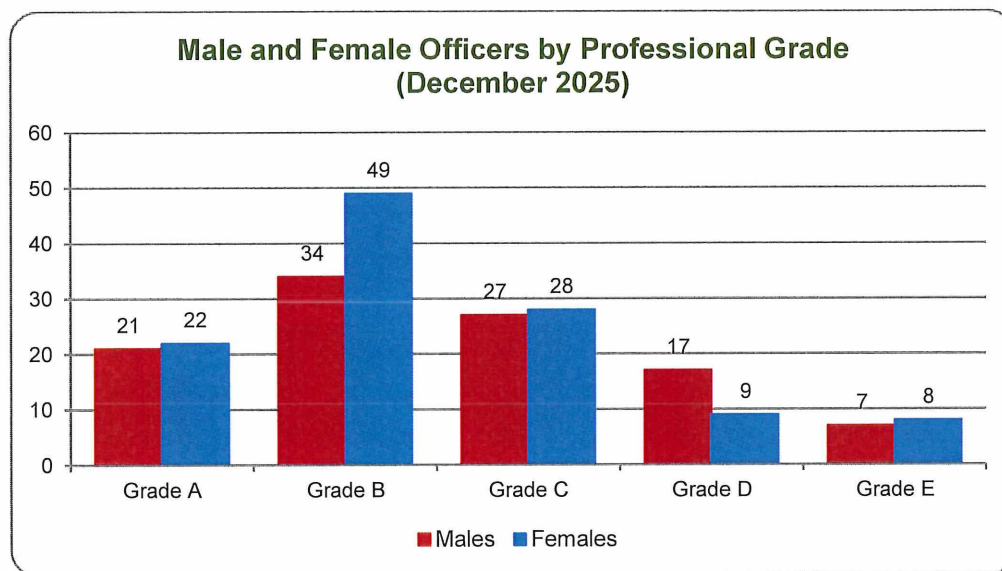
Grade	Total Officers
Grade A	43
Grade B	83
Grade C	55
Grade D	26
Grade E	15



The above graphs depict the total number of ERA officers within Grades A-E as of December 2025

6.1 Distribution of Male and Female Officers in Professional Grades

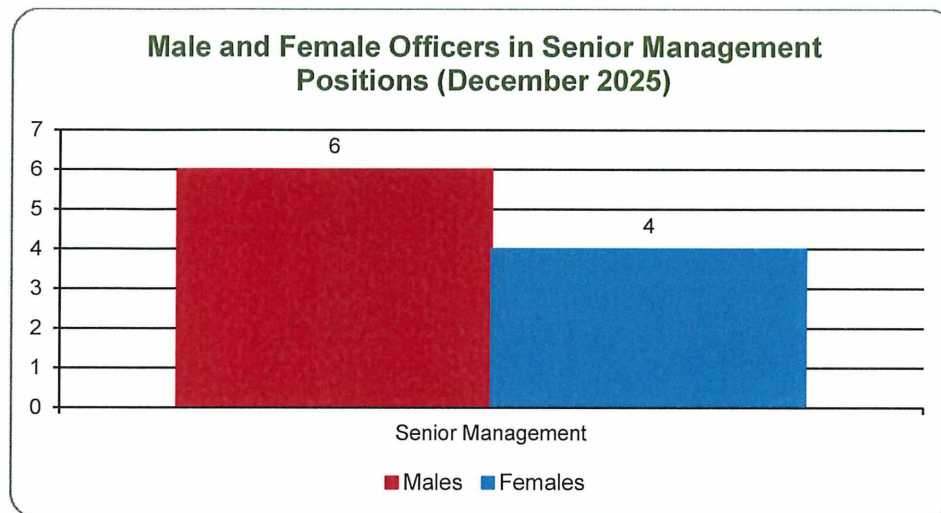
Grade	Male Officers	Female Officers
A	21	22
B	34	49
C	27	28
D	17	9
E	7	8



The above graphs depict the total number of ERA Male and Female officers within Grades A-E as of December 2025

➤ **Annex 7 - Distribution of Male and Female Officers in Senior Management Positions**

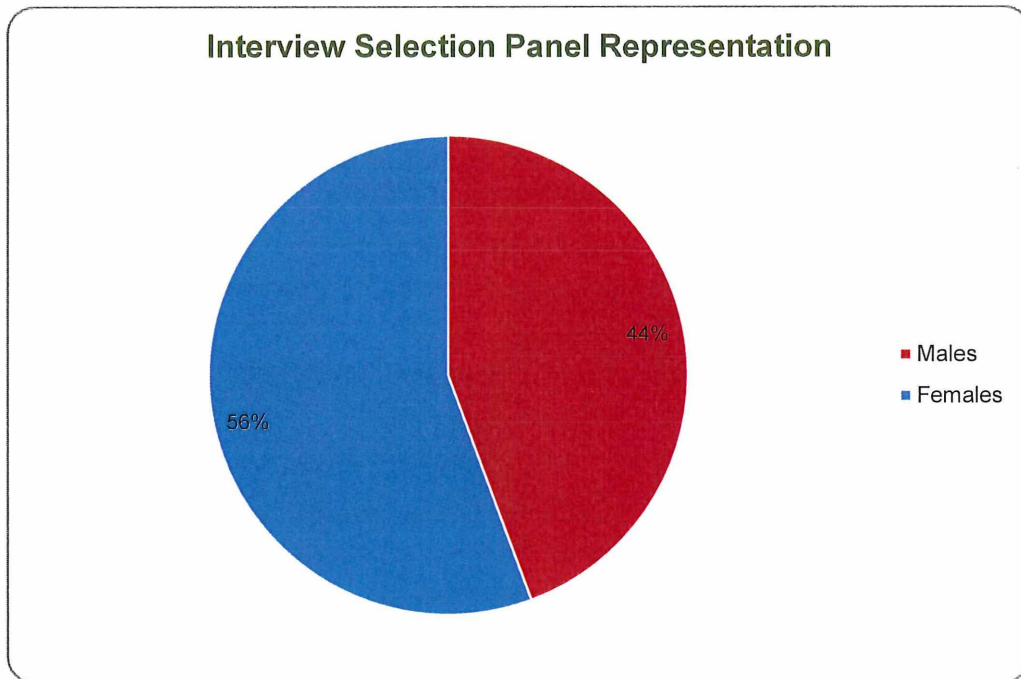
Males Senior Management	Females Senior Management
6	4



The above graphs depict the total number of ERA Male and Female officers within Senior Management Grades as of December 2025

➤ **Annex 8 - Interview Selection Panel Representation**

Selection panel members representation including HR Observer for all interviews which were carried out in 2025 were made up as per below.



The above Chart depict indicates the distribution of Male and Female Selection Panel, including HR observer for all Interviews held in 2025